

Leadership & Influence

**Kansas City FEB
Virtual FELD**
9 March 2023



Presented by:
3WIRE Consulting Group

What Is Leadership

Sometimes knowing what something *isn't* sheds more light on what it is.

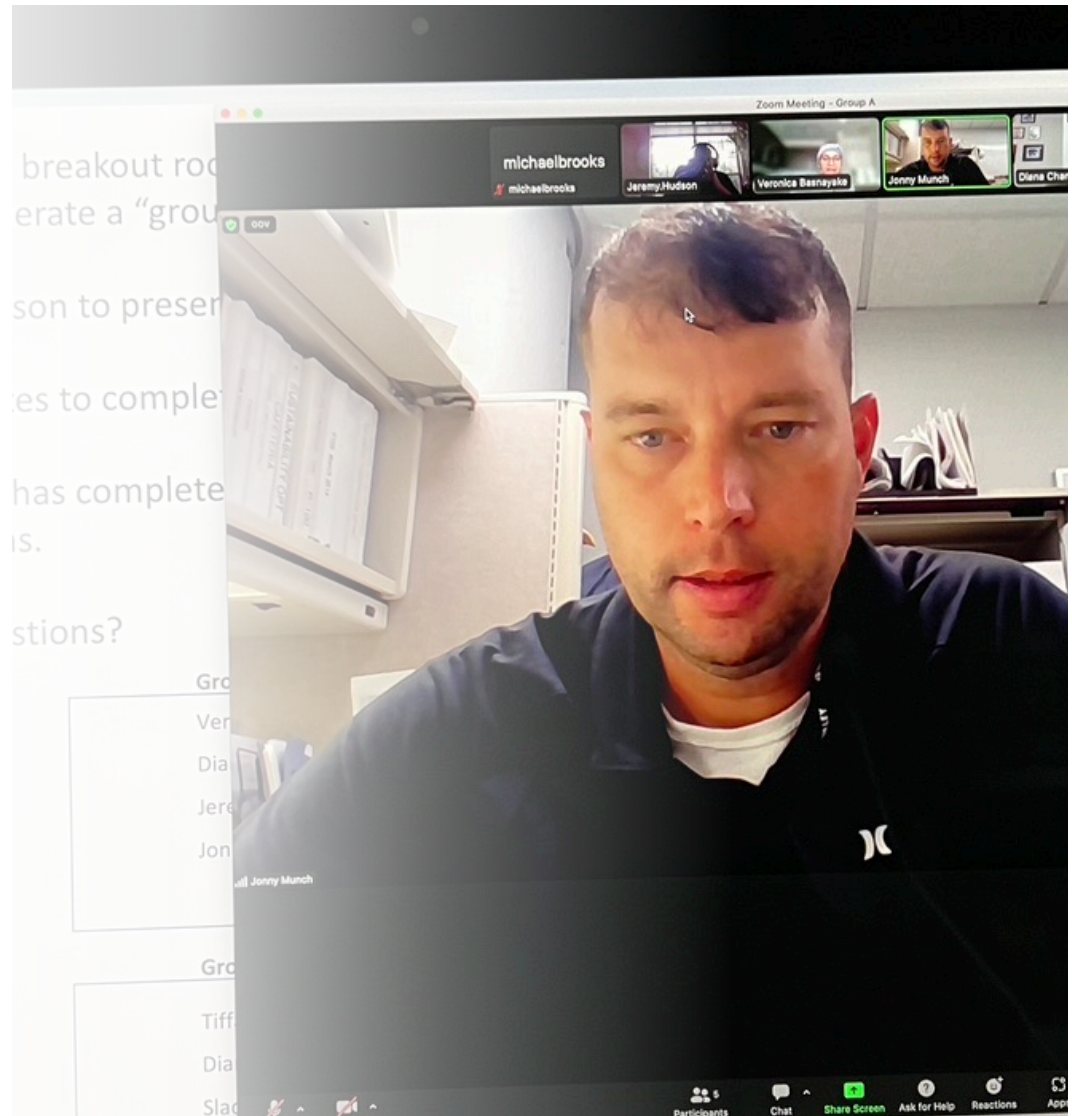
- Leadership Is Not Commanding Authority
- Leadership Is Not Management
- Leadership Is Not One Size Fits All

So, what is it?

What Is Leadership

(From Day 2)

- Leading people is fundamentally your ability to influence others.
- Influence is relative to both the relationship you have with those persons and their perception of your behaviors.
- Only those around you know how well or how poorly you lead. Seldom can we objectively recognize the quality of the leadership we provide without the assistance of others.



What Is Leadership

Something New

Leadership is a process of *social influence*, which *maximizes* the efforts of others, towards the achievement of *a goal*.

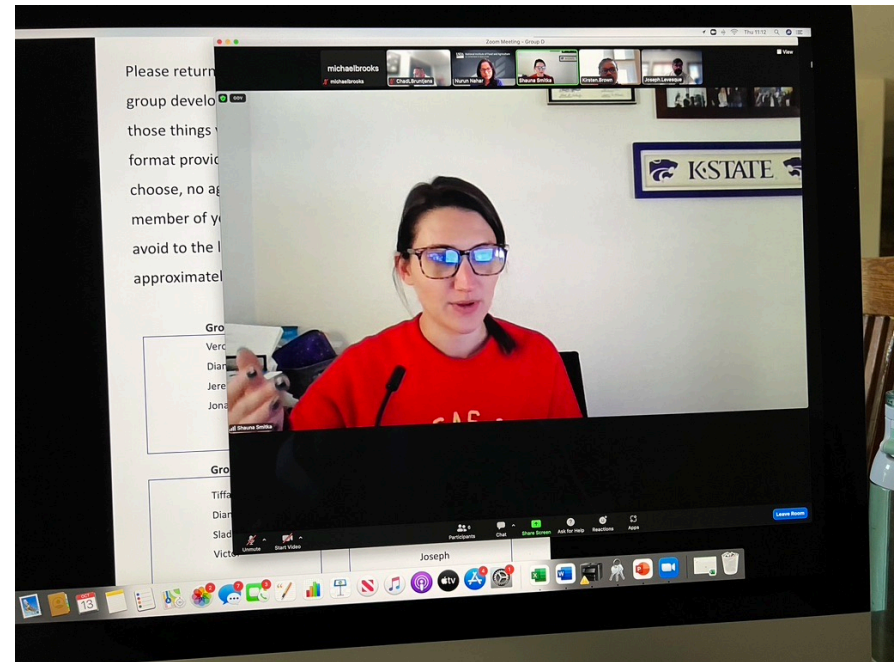
- Leadership stems from ***social influence***, not authority or power
- Leadership **requires others**, and that implies they don't need to be "direct reports"
- No mention of personality traits, attributes, or even a title; there are many styles, many paths, to effective leadership
- Leadership **includes *a goal***, not influence with no intended outcome

The inclusion of "maximizes the efforts" is the key. What we as leaders strive to do is to influence others to give *discretionary effort*.

A Leader Is . . .

(From Day 2)

- Anyone who by virtue of assumed role or responsibility inspires and influences people to accomplish goals.
- Leaders influence people to maximize efforts, focus thinking, and shape decisions for the greater good of an organization.



A Leader is different from LEADERSHIP

Influence As A Noun:

- The power or capacity of causing an effect in indirect or intangible ways: [SWAY](#)
- The act or power of producing an effect without apparent exertion of force or direct exercise of command



Influence As A Verb:

- To affect or alter by indirect or intangible means
- To have an effect on the condition or development of



***A full 10 minute
BREAK***

A Leader Influences Others...

Domains of "Influence"

Something New

4 Domains of Influence:

- Positional Power
- Emotion / Passion
- Expertise
- Emotional Intelligence



What is your “Go To” Source of Influence?

- Positional Power
- Emotion / Passion
- Expertise
- Emotional Intelligence



How does this show up in your Development Plan ?

11 Proactive Influence Tactics

- Rational Persuasion
- Consultation
- Inspirational Appeals
- Collaboration
- Apprising
- Integration
- Personal Appeals
- Exchange
- Legitimizing
- Pressure
- Coalition



Rational persuasion: The manager uses logical arguments and facts to show that a request is feasible and relevant.

Consultation: Asks the followers for suggestions to help improve a plan or activity to gain buy-in.

Inspirational appeals: Gains support and acceptance through leading with inspiration, vision and value.

Collaboration: Offers support and assistance if the follower will carry out a task or assignment.

Apprising: Makes the tasks appealing by clarifying how they can benefit the followers personally or advance their careers.

Ingratiation: Uses praise and flattery to gain support.

Proactive Influence Tactics



Proactive Influence Tactics



Personal appeals: Asks others to carry out a request out of friendship or a personal favor.

Exchange: Gains support in exchange for reciprocation.

Legitimizing: Uses authority and power of the position to get followers to carry out tasks.

Pressure: Uses demands, threats, frequent checking or persistent reminders to influence others to do something.

Coalition: Influences the target to do something by enlisting the aid or support of others.

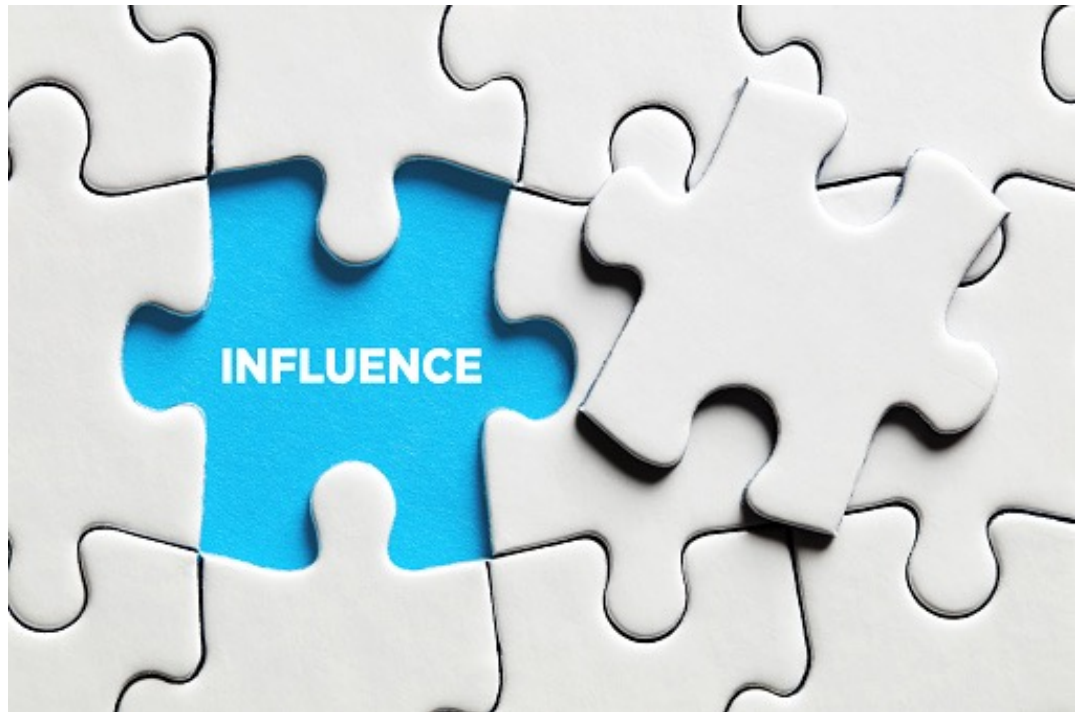
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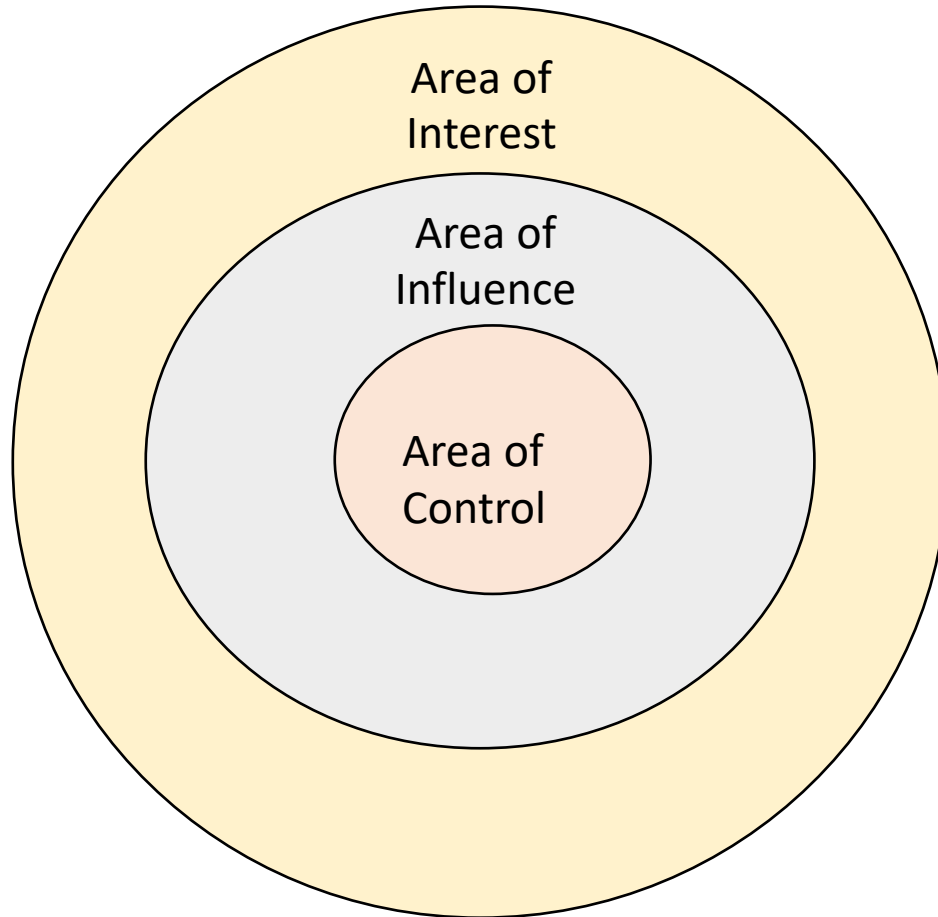


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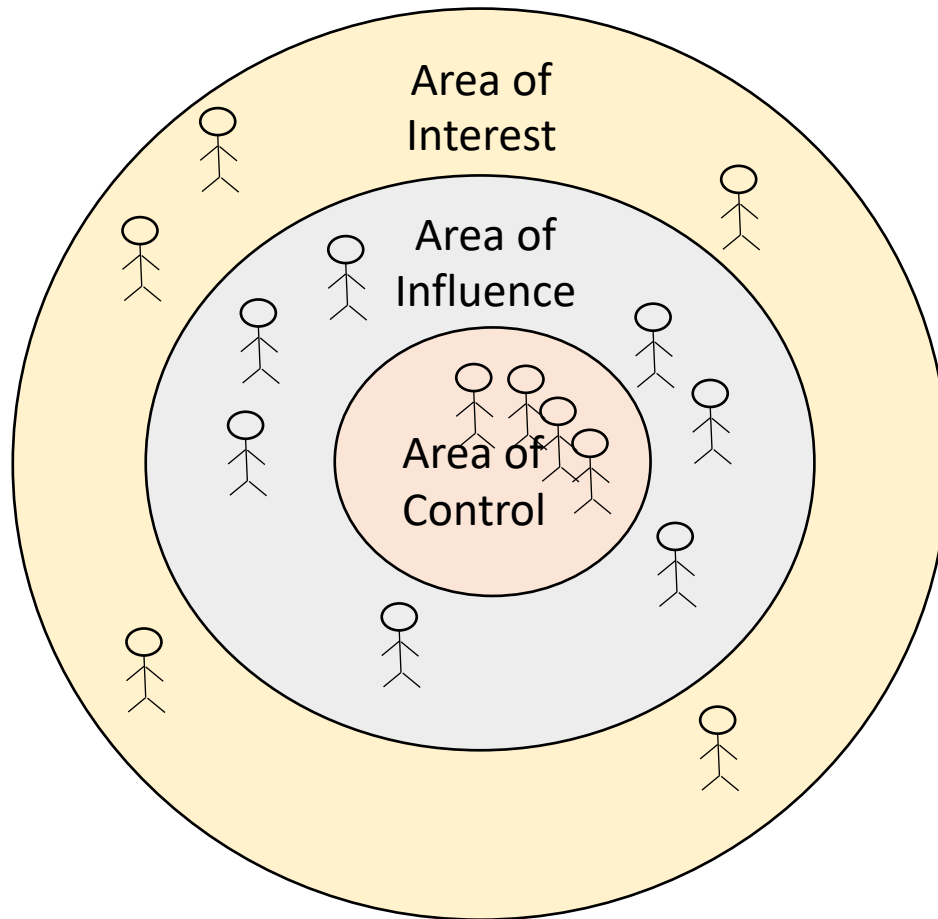
THE POWER OF INFLUENCE
In Leadership



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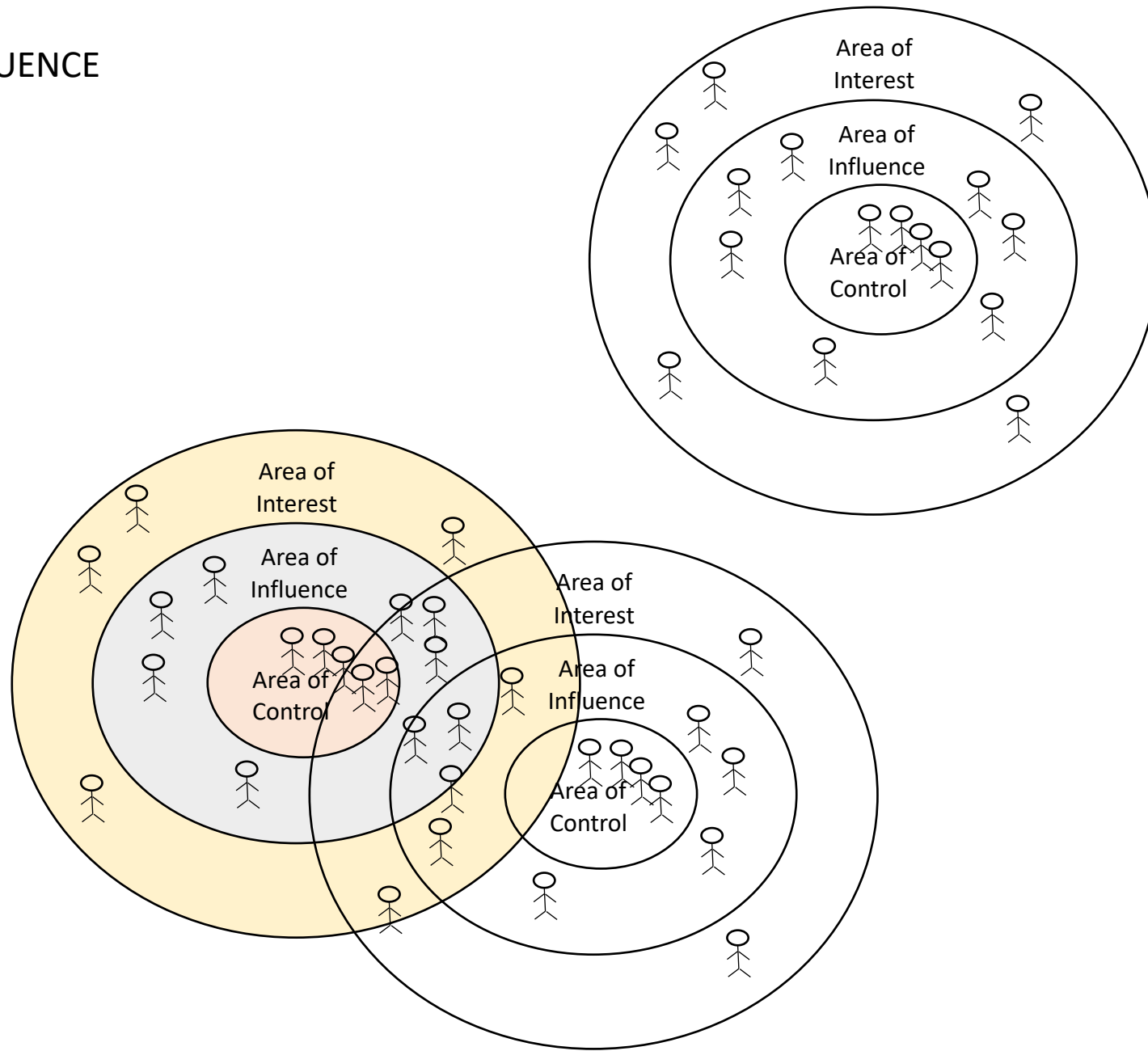


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